



# **AY 10 Continuous Process Improvement for Strategic Leaders IP #2**

**Department of Leadership and Strategy**

***We Produce the Future***

**Col PJ McAneny  
AWC/DA**



# Course Design



*Develop America's Airmen Today ... for Tomorrow*

## **This course is organized in 4 parts:**

- History/Current Status (Today's IP)
- **Culture Change** (2 and 3)
- Tools and Techniques (4-7)
- Understanding/Applying Transformation Tools of the Trade (8-10)



# Plan for the Day



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- **1<sup>st</sup> Hour - Brief Admin/Analysis of Kotter's Leading Change**
- **2<sup>nd</sup> Hour - Vision Statements and Metrics**
- **3<sup>rd</sup> Hour - Examine Rinehart's Partial Quality Thesis**





# Course Requirements



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## Reminder:

- Critical Book Analysis: 40%
  - Book selection due COB today. Not too late to change if you want. Tentative selections are:
    - **Voigt** – Fake Work
    - **Boswell** – The Toyota Way
    - **Kennedy** – A Sense of Urgency
    - **Jackson** – Critical Chain
    - **Lutes** – It's Not Luck
    - **Slaughter** – Avoiding the Pitfalls of Total Quality
    - **Ozgul** – Getting the Right Things Done
    - **Decker** – Office Kaizen
  - Recommend you read the IP #10 Student Scope Sheet and understand assignment before you begin reading.
    - **BE SURE YOU IDENTIFY AND ANALYZE THE AUTHOR'S THESIS**



# Kotter's Leading Change



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- **What did you think of the book?**
- **What was the primary challenge that both Kotter and Creech mentioned? Is it a threat to National Security?**
- **What is the primary factor required for effective transformational change?**
- **Let's discuss Kotter's 8-Stage Process for Creating Major Change.**
  - **Where do you see potential pitfalls in the military environments**
- **What about Kotter's "Organization of the Future"?**





# Strongly Recommended Reading



*Develop America's Airmen Today ... for Tomorrow*

- *Kotter on Leadership and Lifelong Learning*
  - 
  - *Pages 175-186*



# The “Vision Thing”



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- Firefighters
- “We are the best \_\_\_\_\_” rings hollow.
  - What’s better?
- What are the 3x Ground Rules
- What are the primary elements of a well-constructed vision statement?
  - What is “MOPS”?
- You are the new Commander of the \_\_\_\_ Group.
  - What considerations should you make in accordance with your group’s vision statement?





# Metrics -Aid or Burden?



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- The Seven Deadly Sins of Performance Measurement
  - Let's have some examples
- Redemption is better
  - The Four Steps
    - What?
    - How?
    - Systematic ...leads to accountability (Have you ever seen this directly applied to drive improvement?)
    - Culture





# Partial Quality?



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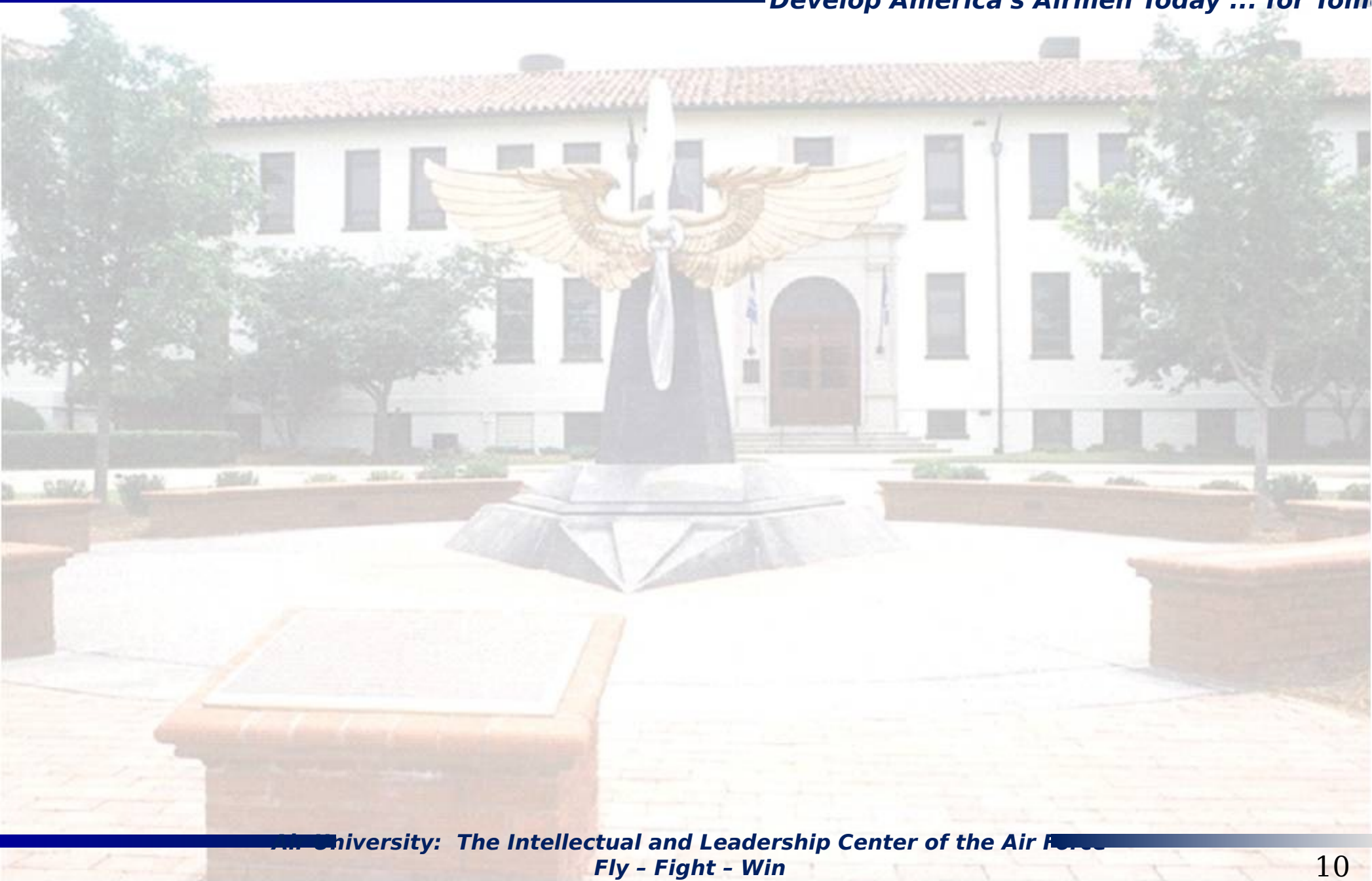
- Who is Lt Col Rinehart? What's his thesis?
  - Kind of hard to find....
- What is his opinion, in general, about theories of CPI, etc.
- What are the four “pillars” of partial quality?
- Do you agree with his analysis?
  - All of it?
  - Part of it?
  - None of it?



# Take Aways



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**Air University: The Intellectual and Leadership Center of the Air Force**  
**Fly - Fight - Win**



# NEXT



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## ***IP#3***

*Transformational Culture Change  
and the Inherent Challenges of  
Large Military Organizations  
(Part 2 – With guest lecturer Col  
(ret) Bob Hamm)*



# ***The Intellectual and Leadership Center of the Air Force***

***We Produce the Future...***

***One Student at a Time***

***One Faculty Member at a Time***

***One Idea at a Time***





# GKN Aerospace Field Trip



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- **GKN Aerospace**

- Local firm about 40 minute drive from Maxwell AFB
- Like USAF a mature organization...but this company had to change culture to survive
- Easy to see transformation still ongoing
- When: Week of IP#9
  - Half day...maybe more
- How: POVs or possibly a bus
- Will arrange if >50% of class commits (no backing out at last minute)